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Office Memorandum • UNITED STATES GOVERNMENT

TO : Colonel Hansen, Assistant to the Director

DATE: 21 January 1952

FROM : [REDACTED] CIA Orientations Officer

SUBJECT: Some Suggestions that Might be Incorporated in the Remarks of the Deputy Director, Central Intelligence, in Addressing the Trustees of the Library Association in New York City.

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1. Size of Government

When criticizing "bigness in Government" critics should not apply the yardstick to intelligence. The intelligence family (departmental and national) has not kept pace with the expansion of governmental activities. In fact, it is yet somewhat doubtful as to whether responsible officials in Government are fully convinced of the absolute necessity for developing intelligence into a potent unit of national organization. Such "developing" will demand additional persons and facilities regardless of what might happen to the rest of Government.

2. Growth of Intelligence

A presentation today should make perfectly clear that growth of intelligence in separate departments gives only succotash in which the separate components are still readily identifiable. There must be a CIA to blend and fuse these parts into a product which is dependent upon, but different from, what all other agencies are doing.

3. Departmental and National

I believe that very few persons on the outside of Government (in fact many on the inside) fully understand or appreciate the difference between departmental and national intelligence. This should be clarified so that the Central Intelligence Agency is not looked upon as merely a duplication of what others do or a stratification of the same activities at a higher level.

4. Policy and Intelligence

Too few, even today, realize the practical necessity for policy makers to sip at the well of intelligence before making foreign policy. The policy makers should stop, look and read the estimates made by the intelligence organizations to take the guess-work out of the decisions they are compelled to make.

a. To a large degree this goal will be achieved only when the product of intelligence has the stature to make the policy men put their pre-conceived notions on the sideline before they make decisions.

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b. A good, practical example of how policy officials need intelligence might be drawn from the biographic intelligence field. Before our national leaders attend international discussions they are armed with the knowledge which gives them strength in dealing with representatives of foreign nations by knowing how these representatives act and react to certain topics—what are their likes and dislikes, what arouses their anger, what are their hobbies about which they like to talk, etc., etc. This type of intelligence enables our representatives to approach the conference table with strength.

5. Insurance in the Battle for Civilization

The thought can be well developed that intelligence is the most inexpensive type of national insurance that we can buy, because intelligence which forewarns is the kind of tested knowledge which forearms our leaders.

6. The U. S. without Intelligence

It is significant indeed that we lived so long and gained such prosperity without a national intelligence organization. This is attributable in large measure to the fact that during the last one hundred years we have lived in a type of insulated existence. We could live this way while we had the deep cushion of space which is now gone. Today, ^{the} only sensible answer is to know the potentialities and capabilities of enemy nations and also of friendly nations, since the friends of today are the potential enemies of tomorrow.



CIA ORIENTATIONS OFFICER

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